

DD/S 72-1114

23 MAR 1972

MEMORANDUM FOR: Mr. Colby

Bill:

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OTR has acquired two series of "management" films described in the attached brochures. These include the two mentioned to you recently.

I plan to show the one entitled "Motivation In Perspective" from the Motivation and Productivity series and the one entitled "Assessing Management Potential" from the Effective Organization series at my regular Executive Staff meeting at 11 o'clock on Tuesday, 28 March. Total running time for these two films is about 50 minutes.

A written summary of the remaining films in both series is also attached in case you might care to peruse it.

We would be pleased to have you join us on Tuesday if it will fit your schedule.



John W. Coffey

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Attachments

*Sorry I missed -
another time*

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1. STRATEGY FOR PRODUCTIVE BEHAVIOR

Introductory Film

In this opening film, Saul W. Gellerman assumes his respected role of coordinator and management analyst to provide comprehensive, pertinent background information for managers wishing to become familiar with behavioral science's approach to motivation. "Why should a manager be concerned with changing the behavior of his personnel?" queries Gellerman. "Why consider the techniques of behavioral science as opposed to other more traditional approaches?" Through an in-depth explanation of the direct economic effect of certain forms of behavior, Gellerman clarifies the critical need to identify the forces affecting behavior and to discover which of these forces management can possibly influence.

Gellerman brings into his introduction not only the theories presented in this series but also discusses Abraham Maslow's hierarchy of human needs, considered by many to be the core theory of human motivation.

With Saul Gellerman's concise, clear foreword to the significant ideas to be demonstrated in subsequent films in the series, any management development group is prepared to understand these new approaches to motivation, to management and to the very nature of the organization itself.

2. MOTIVATION THROUGH JOB ENRICHMENT



Frederick Herzberg discusses his motivation-hygiene theory in this film, offering management a valuable new strategy for increasing employee productivity.

Apathy and minimum effort, Herzberg believes, are the natural results of jobs that offer the employee no more satisfaction than good pay, security, friendly supervision, congenial fellow-employees, and a decent place

to work. These "hygiene" factors may keep the employee from complaining, but they will not make the employee want to work harder or more efficiently.

Job enrichment—the deliberate enlargement of a job's responsibility, scope and challenge—is a technique that has achieved impressive results in building motivation, according to Herzberg. The payoff in effective motivation is to get from an employee not the *least* he can do but the *best* he can do.

3. THE SELF-MOTIVATED ACHIEVER

David C. McClelland is an authority on the achievement motive, having conducted research in this area of behavioral science since the end of World War II.

Although most people have some degree of achievement motivation, not more than 10 percent of the U.S. population, Dr. McClelland estimates, are particularly high in this motive. A dramatized sequence in the film contrasts a highly successful salesman with a less successful one in order to bring out the qualities that are characteristic of the self-motivated achiever. A second dramatized sequence illustrates the kind of problem a sales manager might have if he had to choose between a self-motivated achiever and a less successful salesman to succeed him as manager.

This film will help all managers (1) do the best job of supervising subordinates who are high in the achievement motive, and (2) develop a higher degree of achievement in all subordinates. By studying McClelland's research findings about goal-setting, risk-taking, and feedback, a manager can structure jobs and opportunities for best results from self-motivated subordinates.

4. UNDERSTANDING MOTIVATION

According to Saul Gellerman, behavioral science is the systematic measurement of worker attitudes and actions, and of factors in the environment that can affect them. To explain in this film why changes in the environment affect employee motivation, Gellerman cites a frequent finding of behavioral scientists: that nearly everyone regards his own behavior as sensible and justifiable—that one's motivation for action, positive or negative, is a product of the world he *thinks* he lives in. The rank-and-file employee sees his world as far different

from the managers'. If he believes it is ended and unimprovable, he is likely to see only as productive as is necessary to "by." This negative behavior is illustrated in a dramatized episode which explores workers' reasons for deliberately restricting their output, and which provides a striking example of employees responding to what they see as an impersonal, rigid work environment.



5 & 6. THEORY X AND THEORY Y: PART I and PART II

In his many experiences as management consultant the late Douglas McGregor saw the emergence of two basic sets of assumptions about human nature which characterized management style. For convenience, he labeled these sets of assumptions "Theory X" and "Theory Y." In this two-part film Warren Bennis, Richard Beckhard and John Paul Jones, former associates of McGregor, and management experts in their own right interpret and explain the findings of Douglas McGregor. Caroline McGregor, who had worked closely with her husband in his professional endeavor, participated as an advisor in the production of the film.

As Warren Bennis points out, the two theories are, in essence, statements of how one person's influence on another person's behavior is believed to take place. Theory X—a way of looking at human capacities which regards them as potentially static, unimprovable and not very impressive. Theory Y—an ultimate faith in man's potentialities for growth and development through learning, and a belief that human nature responds to the challenge of a responsible, satisfying job.

The dramatic illustration in Part I provides a provocative lead into post-viewing discussion. It shows how essentially the same set of assumptions can reveal itself in contrasting, but equally ineffective, managerial tactics.

In his recognition of the realities of human nature McGregor saw the limited gains in the coercive leadership approach, and even less productive response to the "coaxing" approach often mistaken for Theory Y. Through examples and comparisons of both theories, McGregor's three colleagues give a full explanation of how and why a Theory Y management style will influence more effective employee behavior.

Warren Bennis, academic vice president, State University of New York at Buffalo

Richard Beckhard, consultant and senior lecturer in Organizational Behavior, Sloan School of Management at M.I.T.

John Paul Jones, vice president of organization development, Federated Department Stores, Inc.

7. HUMAN NATURE AND ORGANIZATIONAL REALITIES

Employee apathy and lack of effort are not, according to Chris Argyris, simply a matter of laziness. Rather they are often healthy reactions by normal people to an unhealthy environment—created by all-too-common management practices and policies. For the typical employee, work becomes a necessary evil rather than a source of personal satisfaction. Two dramatized sequences illustrate this point.

A dramatization of a typical management conference enables Argyris to tie in the need for change in top-management attitudes and behavior if rank-and-file motivation and productivity are to be attained and maintained. He concludes by describing how executive interpersonal relations can be improved by laboratory or T-group training.



8. THE MANAGEMENT OF HUMAN ASSETS

Dr. Rensis Likert explains a method he has developed for rating an organization on a four-point scale that describes the prevailing management system. The scale runs from System 1—an arbitrary, coercive, highly

authoritarian management style that is seldom encountered any longer in its "pure" form—through System 4, with Systems 2 and 3 as intermediate stages. Likert's research data from many companies shows that the more closely an organization's management style approximates System 4, the more likely it is to have a record of sus-



tained high productivity, good labor relations and high profitability.

A dramatized sequence makes the point that when an organization is faced with the need to conserve cash the most common reaction is to move back toward System 1. But an organization's human assets—the skills, experience, loyalty and know-how of its employees—can be so badly damaged by insensitive cost-cutting that more cash on the balance sheet may actually mean that the organization is less capable of operating efficiently than it was before.

9. MOTIVATION IN PERSPECTIVE

Summary Film

In his conclusion, Saul Gellerman summarizes and contrasts the ideas expressed in the individual films. He draws on the common thread which runs throughout the series: employees are not being used at their full capacity. The viewer is able to see, for example, that Frederick Herzberg's theory that the motivation to work must be in the job itself is a direct complement to David McClelland's opinion that many individuals in an organization need the challenge of a high-risk, high-responsibility task in order to be motivated. In turn, Gellerman shows how each expert reinforces the theories of the others. By adeptly tying all the films together, Saul Gellerman constructs a cohesive framework regarding the nature of motivation and productivity as it pertains to management.

*But of course, each film may be purchased or rented separately if you prefer.

In the nine motion pictures from BNA FILMS which constitute the Gellerman MOTIVATION AND PRODUCTIVITY Film Series, you will find a wealth of practical suggestions for motivating *your* employees (managerial and rank-and-file) to be more productive, more cooperative, more creative, more valuable to your organization.

Dramatized sequences appear in each of the seven films which form the body of the MOTIVATION AND PRODUCTIVITY Series. These simulated on-the-job situations serve as vivid "case studies" of the problems discussed by the experts.

A Leader's Guide accompanies the series to aid your organization's use of the films in a management development program.

The first and last film of the series have a running time of approximately 20 minutes each. The seven principal films have an average running time of 25 minutes each. All nine films in the series are 16 mm., full color, sound motion pictures.



Do these questions arouse your curiosity?

“Does job enrichment lead to more people reaching their level of incompetence?” “Are self-motivated achievers found largely in sales?” “Is sensitivity training dangerous?”

If you find yourself interested, BNA Films believes its now-available Motivation & Productivity audio tape cassette series is tailor-made for you—either in your capacity as a manager or as a training officer, no matter the size of your company.

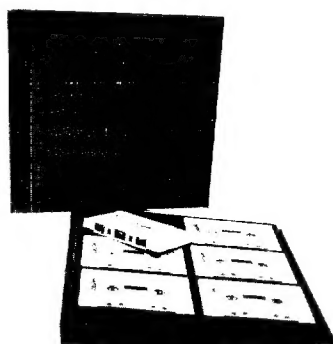
Saul Gellerman, as most managers know, is noted for his ability to concisely discuss the research, theories and approach of behavioral science. In this series, BNA Films joins Dr. Gellerman's talent for discussion with the special expertise of Dr. Emanuel Kay, who is Dr. Gellerman's business partner and vice president of the newly-organized Gellerman-Kay Corporation. Dr. Kay is an expert on the application of behavioral science to everyday management problems.

Together they explore the theories of such renowned behavioral scientists as Likert, Herzberg, McClelland, Argyris, and the late Douglas McGregor. But don't be misled into thinking that these theories are of interest only to behavioral scientists and academics. Gellerman and Kay explain how the proper application of these theories by managers can have a real dollars and cents result.

This series is designed not only to give today's manager a better understanding of behavioral science's approach to motivation but to serve as an enlightening epilogue to the motivation theories dealt with in the MOTIVATION & PRODUCTIVITY film series, produced by BNA Films and coordinated by Dr. Gellerman.

BNA Films believes this series will be an invaluable aid to the training leader who is using, or plans to use, the MOTIVATION & PRODUCTIVITY Film Series as part of his regular management development program, or as an independent program to spark interest in the broad use of behavioral science in management.

HOW THE TAPES SUPPLEMENT THE FILM SERIES. . . .



—Tape “A” is a further comment on the motivation concepts dealt with in the film UNDERSTANDING MOTIVATION. Gellerman and Kay explore in detail the question, “What can management do to motivate people toward greater productivity?” and discuss the special meaning that Frederick Herzberg has given the word motivation. They point out that there is a critical difference between truly motivating an employee to achieve his full potential and merely introducing new methods by which employees can be manipulated.

—On Tape “B” Gellerman and Kay elaborate on Herzberg's famous “Motivation Hygiene Theory” presented in the film MOTIVATION THROUGH JOB ENRICHMENT. They answer such provocative questions as, “Does job enrichment lead to more people reaching their level of incompetence?”

—Tape “C” features the theories of David C. McClelland as outlined in the film THE SELF-MOTIVATED ACHIEVER. Gellerman and Kay answer such questions as: “Are self-motivated achievers found largely in sales or are they found in other occupations as well? Does achievement motive develop early in life, or is it also possible for an adult to increase his achievement motivation?”

—Gellerman and Kay discuss on Tape “D” some of the questions presented in the film featuring Dr. Chris Argyris, HUMAN NATURE AND ORGANIZATIONAL REALITIES. What does Argyris mean by “Inputs” and “Feedback.” Is sensitivity training dangerous? These are just a sample of the questions they tackle in this segment.

—Tape “E” explores Rensis Likert's keen understanding of supervision and leadership and how these qualities (or the lack of them) play a big role in the company's ability to obtain high-producing work groups. Gellerman and his colleague discuss whether information provided by employees in attitude surveys is accurate and reliable, and explain what methods are available for measuring “Behavior,” as required by the “time-lag” theory explained in THE MANAGEMENT OF HUMAN ASSETS.

—Our experts direct their attention to the film, THEORY X AND THEORY Y: The Work of Douglas McGregor, Part 1 and Part 2, on the concluding tape (“F”). They probe Dr. McGregor's findings about the assumptions management sometimes makes about its employees, which McGregor labeled “Theory X and Theory Y.” Gellerman explains what McGregor meant by those theories and what the relationship of McGregor's theories X and Y are to Likert's “time-lag” theory. Gellerman and Kay also discuss what McGregor meant by the statement “Theory Y is essentially an assumptionless approach to management.”

The set of six cassettes (running about one hour each) is attractively packaged in an easy-to-store notebook type album. The tapes are designed to fit any cassette tape recorder or player, and are accompanied by a Leader's Guide which contains a complete list of all the questions discussed by Gellerman and Kay.

To conduct a group session, the leader should begin the program with side 1 of Tape “A” while keeping the list of questions close at hand. He listens for the unobtrusive but distinct tone that precedes each question. Upon hearing the tone, the group leader shuts off the recorder, reads the next question and allows the participants to give their views. Then, to get the experts' discussion on the question, the leader simply pushes the “Play” button on the recorder.

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An organization is only as effective as its people!
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Introducing an exciting new film series...



featuring Saul Gellerman

**AT&T.
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TRW.
Effective organizations?
You bet! Learn how.**

Unfortunately, too many people in too many organizations today do not fully comprehend what those organizations are trying to accomplish. Nor do they recognize the part which each, as an individual, is expected to play in helping his organization achieve its goals. In consequence, they are unwilling or unable to contribute more than a fraction of their full potential to the growth and success of the organizations to which they belong.

Saul Gellerman is well aware of the importance of employee motivation. In his highly successful earlier film series, "Motivation and Productivity", Dr. Gellerman and several other outstanding behavioral scientists explored various aspects of the relationship between the two. The new "Effective Organization" series demonstrates how some of the most effective organizations in the country have successfully applied behavioral science to organization problems.

These six highly effective films spell out in easy-to-understand terms how to identify people with management potential early, how to encour-

age employees to participate to a greater extent in "managing" their jobs, how to improve performance through goal-setting and clearly stated pay policies, how to provide greater job enrichment and how to put together smoother functioning teams of specialists and to achieve better intergroup communication.

Each film in the series features an expert—a company executive or practicing consultant—well qualified by his background and experience to participate in a discussion in depth of the topic of that film. Dr. Gellerman draws upon their expertise in describing practical solutions to many of the problems involved in putting together an effective organization of any kind... explains step-by-step precisely how each of those problems may be handled most effectively.

In each of the films, dramatic vignettes employing professional acting talent lend added realism to situations likely to arise in connection with the particular problem(s) under consideration.

Like all BNA films, the "Effec-

tive Organization" series is designed for incorporation into your internal management development program. These films are yours to show when and wherever you like... and of course, the cost is far less than that of outside management training programs.

Plan now to attend the one-day Planning and Application Preview to be offered at a location near you in February, March and/or May, 1972. At each session, Saul Gellerman will appear in person to discuss how best to use each of the six films in the "Effective Organization" series. This is your opportunity to receive additional information which will help you introduce the films into your own organization most effectively.

Each of the 16mm. sound-and-color films is approximately 30 minutes in length. Any and all are available for purchase, rental or 48-hour executive preview. Order the film(s) in which you are interested... or enroll for a Planning and Application Preview. Or contact BNA FILMS at the address and telephone number listed.

These are
the six films
in the new



series.

1. ASSESSING MANAGEMENT POTENTIAL, featuring Douglas W. Bray.

An evaluation of promotion and practices for identifying people with management potential and channeling their activities to prepare them to meet future needs.

2. MANAGEMENT BY PARTICIPATION, featuring Alfred J. Marrow.

A discussion of techniques by which employees may be encouraged to take part in, and share responsibility for, management decisions which affect them.

3. PAY FOR PERFORMANCE, featuring Emanuel Kay.

A comparison of pay programs likely to attract and retain desirable personnel and to minimize dissatisfaction...including a consideration of

performance appraisal vs. goal setting for employee motivation.

4. MAKING HUMAN RESOURCES PRODUCTIVE, featuring M. Scott Myers.

A new approach to job enrichment, by changing the individual employee's relationship to the authority structure of the organization to provide greater employee satisfaction and more efficient operation in an environment conducive to the development of employee potential.

5. TEAM BUILDING, featuring Sheldon A. Davis.

A consideration of work cultures within organizations and ways in which they may be modified to permit more effective use of talent through team building and inter-group communication.

6. CONFRONTING CONFLICT, featuring Sheldon A. Davis.

A demonstration of team building in action, showing how conflicts among employees with special interests may be resolved through better mutual understanding of one another's problems and improved coordinated efforts to achieve common goals.

Prices for films in the "Effective Organization" series: Purchase—\$395 per single film, \$385 each for two films, \$375 each for three films, \$365 each for four films, \$345 each for five or more films. Total series price—\$2070; Rental—\$50 per week for each film; Preview—\$15 per film.

We will also be happy to quote prices on these films in Sony Video Cassette, CBS Electronic Video Recording or Super 8 formats. A leader's guide accompanies each film in the series.

These are the locations and dates of the nine Planning and Application Previews, personally conducted by Saul Gellerman, at which you may learn how to use the "Effective Organization" films to best advantage within your own organization...

DATE	LOCATION	PLACE
February 1, 1972	Los Angeles, California	Statler Hilton Hotel*
February 2, 1972	Dallas, Texas	Dallas Marriott Hotel
February 14, 1972	Chicago, Illinois	Sherman House
February 15, 1972	Washington, D.C.	Crystal City Marriott Hotel
February 16, 1972	New York, New York	Barbizon Plaza Hotel
February 21, 1972	London, England
March 15, 1972	Atlanta, Georgia	Atlanta Marriott Hotel
March 16, 1972	Toronto, Ontario	Royal York Hotel
May 1, 1972	Cleveland, Ohio	3100 Chester Avenue†

*Co-sponsored by Greater Los Angeles Chapter of ASTD.

†Sponsored by Sales & Marketing Executives of Cleveland.

The price for each session is \$25, including lunch. Sessions begin at 9:00 a.m. and end at 5:00 p.m. Each screening will be preceded by a statement of the purpose of the film, and will be followed by a question and answer session. Handouts will include leader's guides

and other relevant materials.

Please submit your order(s) for films in the "Effective Organization" series and reservation(s) for Planning and Application Previews, together with your check to cover the total amount of your order to...



BNA Films
Dept. EFOR-165
5615 Fishers Lane
Rockville, Maryland 20852
Phone: (301) 881-2090

1. **Saul W. Gellerman**, President, Gellerman Kay Corporation, Harrington Park, N.J. and Boston. Served IBM Corporation in various behavioral research and management capacities, most recently as Executive Research Consultant. Wrote *Motivation and Productivity and Management by Motivation* for the American Management Association. Produced the *Motivation and Productivity* film series for BNA FILMS.

2. **Douglas W. Bray**, Personnel Research Supervisor, AT&T Co., 1956-62; Director of Personnel Research, AT&T Co., 1962-68; Assistant Vice President, N.Y. Telephone Co., 1969 to present. Wrote or co-authored *Issues in the Study of Talent, Effecting Change in Large Organizations, The Uneducated, The Ineffective Soldier, The Management Recruit*. Fellow of American Psychological Association, Division of Industrial Psychology and Division of Personality and Social Psychology. Chairman of American Psychological Association Committee on the Practice of Psychology in Industry.

3. **Alfred J. Marrow**, Chairman of the Board, Harwood Companies, Inc., President, American Board of Professional Psychology. Wrote *Living Without Hate, Making Management Human, Changing Patterns of Prejudice, Behind the Executive Mask, Management by Participation and The Practical Theorist*.

4. **Emanuel Kay**, Vice President, Gellerman Kay Corporation. Served General Electric Company in various behavioral research and management capacities, 1958-69, most recently as a divisional Employee Relations Manager. Field Director, General Electric Performance Appraisal Study. Wrote or co-authored "Split Roles in Per-

formance Appraisal", *Harvard Business Review*, 1965, "How Good is He?", *Innovation*, June, 1969.

5. **M. Scott Myers**, Management Research Consultant, Texas Instruments, Inc., 1959-69; Visiting Professor of Organizational Psychology and Management, M.I.T. Sloan School of Management, 1969-71; Organizational Development Consultant, Texas Instruments, Inc., 1971 to present. Recent publications: *Overcoming Union Opposition to Job Enrichment, Every Employee a Manager, Breakthrough in On-the-Job Training* (co-author), *Conditions for Manager Motivation, Who Are Your Motivated Workers?*

6. **Sheldon A. Davis**, Vice President and Director of Industrial Relations of Systems Group of TRW, Inc. Also Director of Industrial Relations and member of TRW, Inc. Personnel Policy Planning Group... with TRW since 1956. Wrote or co-authored: *An Organic Problem-Solving Method of Organizational Change, Values, Man and Organizations*.

These are things to remember when ordering BNA films... BNA films are available for purchase, rental or 48-hour executive preview. Each is a 16mm. sound-and-color motion picture, professionally produced to the highest standards. Generous discounts are allowed on multiple purchase orders.

Terms of Payment: Net 30 days. Multiple purchase orders totaling \$300 or more may be paid in four quarterly installments by special arrangement. Write for details. All charges are taxable unless a tax exemption number is provided.

Previews: Executive previews are for the purpose of allowing company or other organization officials to evaluate films, and not for use in training sessions.

Previews cannot be scheduled for a specific date, and preview prints must be returned within 48 hours of receipt, unless you decide to retain the film for rental. This can be accomplished by notifying BNA of rental dates so that billing can be adjusted. Preview charges may be applied against later rental or purchase of the same film.

NOTE: These films, when purchased or rented, may not be used in any training program, exhibition for which a fee is made without prior written consent of the copyright owner, BNA FILMS.

Rentals: Minimum rental is one week. Rentals are guaranteed for a specific date. BNA is given two weeks. At the end of the rental, films must be returned unless additional time is requested. BNA should be notified immediately, so that additional rental may be effected. Rentals may be applied to purchase. A purchase print is ordered within 30 days of rental date.

Leader's Guides: These are applied without charge with film, whether purchased or previewed. Additional copies are 50¢ each.

Film Damage: The purchase of any BNA film includes a \$75 deductible insurance against damage to the film in use. This means that for a fixed fee per replacement, BNA will replace any damaged print returned, up to two years after purchase (\$45 for films with price is \$125). Limit: 10 replacements during the 2-year period.

And now you can preview films at a screening center near you. Please call ahead for appointment.

Atlanta

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(213) 380-1653

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Suite 354 East
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